

SPI, the Agile way!

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SPI, the Agile way!



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- Why?
- How?
- Benefits!

Ericsson, The Netherlands

- Market Unit Northern Europe & R&D Center
- R&D: Value Added Services
 - Strategic product management
 - Marketing & technical sales support
 - Development & maintenance
 - Customization
 - Supply & support
- +/- 1000 employees, of which +/- 200 in R&D

Business Needs

SPI:

- Faster results
- Cheaper
- Adopt to changing business needs
- Engrained in the way of working
- Delivering value



Process Needs

- Clear and understandable
- Easy accessible
- Help professionals in daily work
- Enable creativity and value focus
- Support rich forms of communication,
- Enable decisions at lowest possible level
- Provide feedback on performance
- Reward right behavior
- Support Ericsson values & culture
- Support One Ericsson



Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interactions over processes and tools

Working software over comprehensive documentation

Customer collaboration over contract negotiation

Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Could you do SPI this way?

Agile SPI

Expected benefits:

- Better collaboration between SPI team and stakeholders
- Deployment (over defining) of processes
- Able to adopt to changes
- Deliver incrementally, quick ROI
- Eat your own dogfood, first hand understanding of Agile



Agile SPI projects

- 2 Agile SPI projects:
 - Business Unit Multi Media (Multisite)
Improve effectiveness of process management
 - R&D Rijen, the Netherlands
Selective and quick process improvements

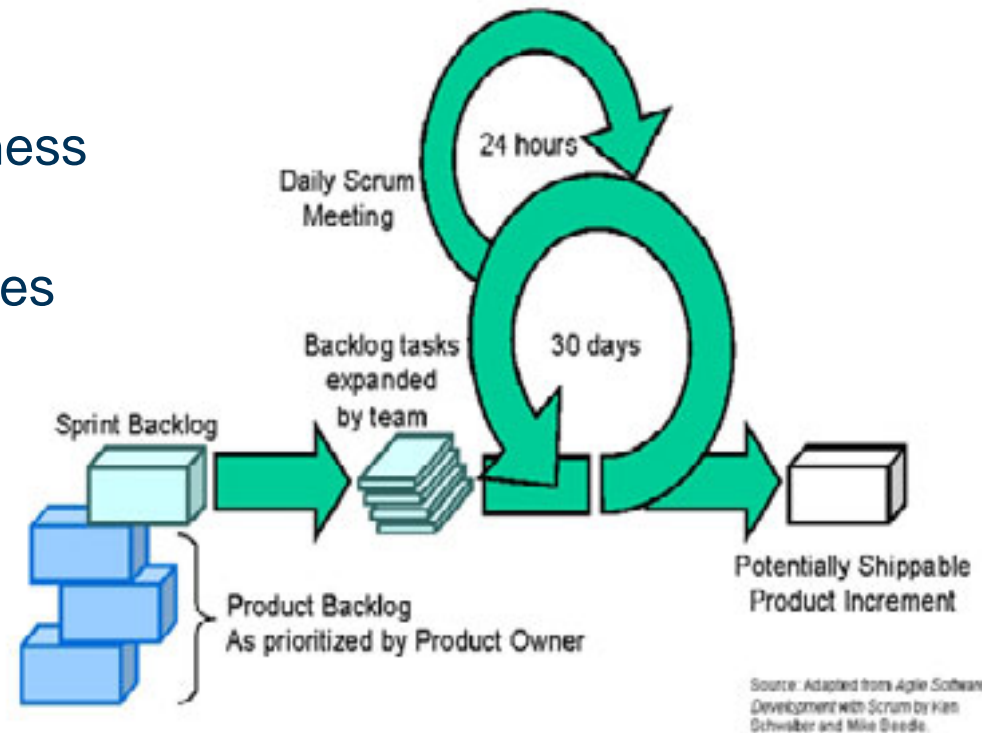
Business Unit SPI project: Improve process management

Approach

- R&D MT member as Product Owner
- Kick-off with complete team
- 3 weeks iteration
- Planning game by telephone
- Product Owner defines User stories (SPI needs)
- Team proposes solutions and estimates tasks
- 2 times a week “stand up” via telephone
- Wiki based task board, updates continuously by all
- Team member pick task and store result on wiki
- Pairing and review with wiki or telephone
- Demo telephone conference with stakeholders
- Retrospectives, learnings & ideas for improvement

Agile Process Strategy

- Product Owner = Discipline Owner
- User Stories, e.g.:
 - Increase process awareness
 - Align processes
 - Remove unused processes
- Incremental improvement
 - Demo: Improved?
 - Retrospective: Better?



Results Business Unit SPI project

- Mgmt Communication package
- SPI Communication flow
- Newsletters
- Process inventory (search engine)
- Process vocabulary/terminology
- Process users/needs
- Top level process description
- Plan for alignment of site processes
- Demo presentations of all results

R&D site Rijen SPI project: Quick process improvements

Stakeholders:

- Management Team: Scope & Priorities
- Product Owner: Manager Operational Development
- Reference group: Implementation/feedback

Approach: Similar to Business Unit project, except:

- All meetings done face 2 face (single site project)
- Flip-overs/white boards i.s.o. wiki

Results Site SPI project (2 iterations)

- Strengths & weaknesses in test
- Collaboration between test groups
- Improvements in agile testing
- Process changes for new organization (outsourcing)

Notes

- Project stopped after 2 iterations due to reorganization
- Results used in setting up new organization

Retrospective

- Takes time to get used to agile
Both for team members and for stakeholders
- Role conflicts (team-line role, Business unit-site, etc)
Discuss openly (right atmosphere)
- Higher commitment compared to “traditional” SPI
- Iterations give quick feedback, easier to adopt to changes
- Increased awareness of the value of processes
Which processes are needed, why, what is expected?
- “Golden Rules”, to increase collaboration

Golden Rules

- Dare to share – As early as possible and frequently
- The result depends on the team – Not the individual members
- The one who checks out a task is not necessarily the one who has to finish it
- The one's working on a task are the right people
- You may critique anything, but you may never criticize anyone

Conclusions

- Agile SPI approach:
 - Quick results, value
 - Acceptance of results
 - Commitment to deploy
 - Flexible to changes
- Multisite Agile:
 - Experienced team members
 - Disciplined
 - Right infrastructure & culture
 - Efficient part-time team



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